Implementation Plan for the NITC

Final Report

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Document Overview

The AMIR report '*Strategy and Design for the NITC'* describes the vision, mission, services, organization and processes of the new NITC organization. The purpose of this document is to describe how this design is implemented. In other words, how will we migrate from the existing NITC and MoICT services, organization and processes to the new NITC.

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1   Executive Summary

Document scope
The AMIR report '*Strategy and Design for the NITC*' describes the vision, mission, services, organization and processes of the new NITC organization. The purpose of this document is to describe how this design is implemented. In other words, how will we migrate from the existing NITC and MoICT services, organization and processes to the new NITC.

Implementation approach
We propose to break-down NITC's implementation into three programs:

1. *Organizational Restructuring* deals with the implementation of NITC's services, organization, processes and staffing requirements as well as the cultural change that is needed to meet NITC's objectives. This program includes the migration of the current NITC and MoICT organization to the new NITC.
2. *Government Ops Center* deals with the implementation of the Government Ops Center and includes consolidation of government data centers and the outsourcing of the Government Ops Center operations.
3. *Communication* supports the first two programs in achieving their objectives. Since it is of paramount importance that communication occurs in a coordinated and consistent manner, we propose to treat it as a separate program.

The above three programs will be managed by three program managers.

Project governance structure
To manage the implementation the following structure is proposed. Within this structure a project management unit is set up alongside the NITC organization. In this way NITC operations can continue while the change is being implemented.
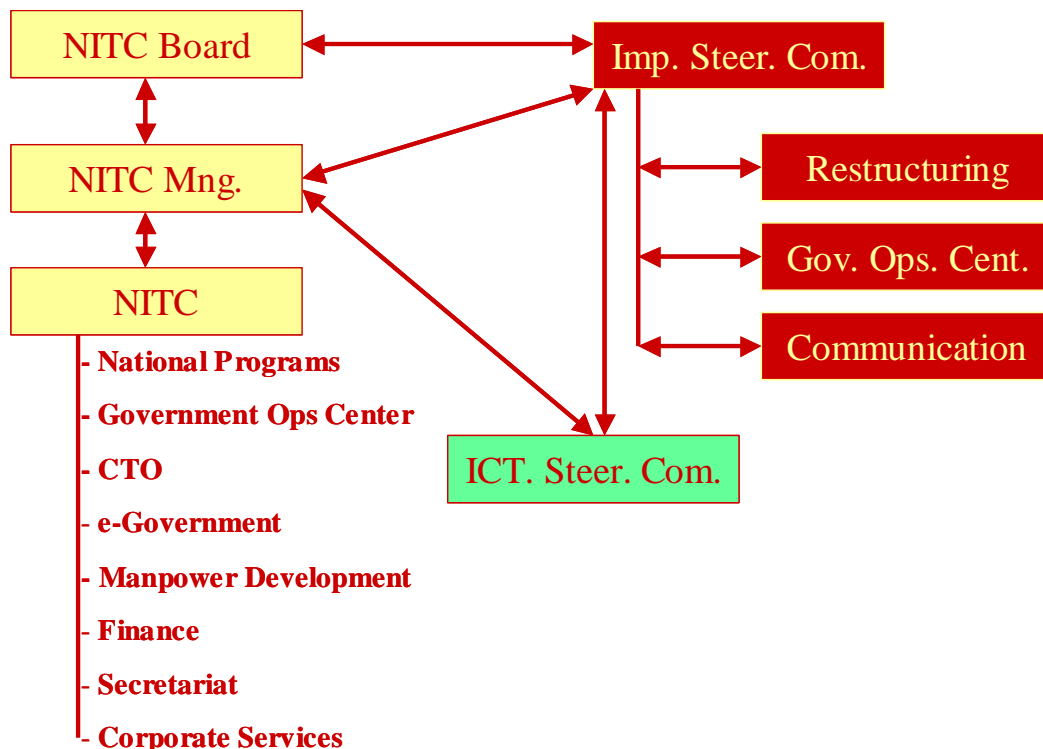
NITC Implementation Plan

Initiation
Prior to actual implementation crucial preparatory actions have to take place and decisions must be made. These can be grouped into the following categories:
- Approval of NITC's strategy and implementation plan;
- Buy-in from government entities;
- Law amendments;
- Decision on locations;
- Budget 2005;
- Appointment of key management;
- Implementation of governance structure;
- Kick-off implementation programs.

Execution

Restructuring Program
- Assess and (re-)appoint management based on job needs and proven change management capabilities.
- Assess and allocate MoICT and NITC employees based on job needs.
- Review remuneration system.
- Initiate training programs.
- Recruit for open positions.
- Design, review and implement main business processes.
- Design, review and implement operating procedures.
- Implement business performance management based on Balanced Scorecard.
- Set NITC targets 2005.
- Submit ICT Master Plan.

Government Ops Center Program
- Get approval and buy-in for consolidation proposal.
- Define service level requirements and write RFP.
- Invite Jordanian IT sector to bid for contract with seasoned international partners.
- Sign contract with outsource provider.
- Upgrade NITC facilities.
- Migrate other Ops Centers to NITC facilities.

Communication Program
- Rebranding NITC to enhance its role of ICT authority.
- Strong internal communication about objectives and progress of change process.
- Creating buy-in for NITC's new role with government entities
- Increasing uptake of NITC's services by government entities
- Gaining trust of the private sector to see NITC as a partner, instead of a competitor
- Becoming an employer of choice.

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Overall Planning

Activity	When?	Who?
Approve NITC Strategy, Design & Impl.plan	1 Sep 2004	NITC Board
Approve amendments to NITC Law	1 Sep 2004	Parliament
Approve consolidation proposal	1 Sep 2004	Cabinet
Kick-off implementation programs	8 Sep 2004	NITC Board
Devise internal communication plan	15 Sep 2004	Prmng Comm.
Devise external communication plan	15 Sep 2004	Prmng Comm.
Communicate plan and changes to staff	22 Sep 2004	Minister + CEO NITC
Assess and (re-)appoint NITC management	1 Oct 2004	NITC Board
Determine service usage	1 Oct 2004	Prmng Gov. Ops.
Decide on NITC locations	1 Oct 2004	NITC Board
Start external communication	1 Oct 2004	Prmng Comm.
Announce outsourcing intentions	1 Oct 2004	Prmng Gov. Ops.
Submit NITC budget	1 Oct 2004	CFO NITC
Implement NITC governance structure	15 Oct 2004	Cabinet
Define service level requirements	15 Nov 2004	ICT Steer. Com.
Launch new NITC	Nov 2004	Prmng Comm.
Submit ICT Master Plan to Cabinet	1 Dec 2004	CEO NITC
Publish RFP	1 Dec 2004	Prmng Gov. Ops.
Reallocate staff	1 Dec 2004	MT NITC
Set NITC targets	1 Dec 2004	NITC Board
Devise and implement op. procedures	15 Dec 2004	Prmng Restr.
Implement performance management	15 Dec 2004	CEO NITC
Process design and implementation	1 Feb 2005	Prmng Restr.
Close outsourcing contract	1 March 2005	NITC Board
Agree SLA's with government entities	1 April 2005	ICT Steer. Com.
Upgrade facilities Gov. Ops Center	1 June 2005	Outsource Prov.
Migration to Government Ops Center from other Ops Centers.	June – Dec 2005	Director Gov. Ops. Center

Implementation recommendations

We believe the success of the NITC implementation depends on two issues:

> o   Strong driven management, showing leadership and excellent change management capabilities.
> o   Broad support across government for NITC's new role and objectives.

We therefore recommend that these two issues are MoICT's first priority

2 Introduction

2.1 *Implementation philosophy*

More often than not, implementation is associated with handing over a system or an organizational design and then telling management to make it work. This throw-it-over-the-wall approach has led to considerable implementation failures. There are estimates that two out of three implementations do not achieve the intended objectives. These failures are commonly due to a lack of acceptance and organizational support. As we can express the *Result* of an implementation as the product of its *Quality* and its *Acceptance* (R=Q x A), it is clear that a top-quality design that is not accepted by the organization will produce poor results.

Implementation is not just the introduction of a change, it is *putting it into practice*. 'Introducing' is part of that. Implementing is not only delivering and 'introducing' finished design, but also carefully fitting it into the environment and realizing the mental changes necessary with everybody involved. In addition to the actual change phase, implementation encompasses part of the design phase, anchoring the change and making sure there is a process and culture of continuous improvement, as is shown in the below figure.
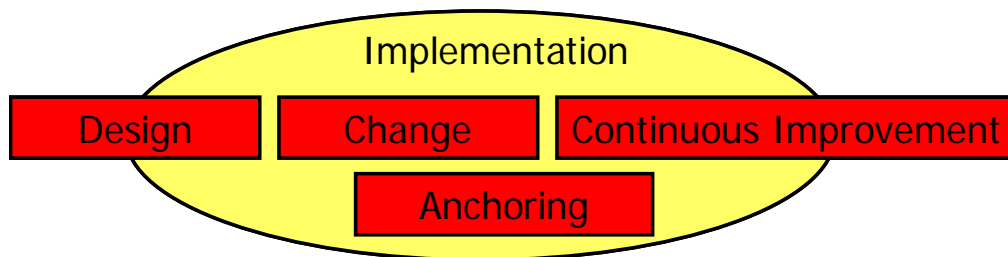
As depicted in the below figure, implementation is a combination of three aspects: Making, Learning and Fitting in.
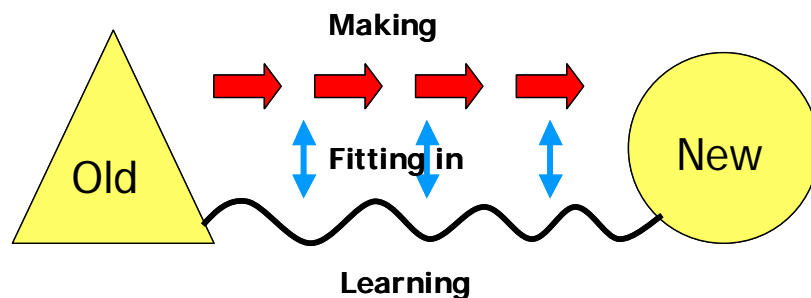
Making is about the content: what is the result that has to be achieved, how does the design look like? *Learning* is about the organizational ability and willingness to change, and the degree of operational support and resistance. *Fitting in* is about making the change last within the organization and enabling the organization to initiate and manage further improvements by themselves. In implementation projects, all three aspects are important and require specific attention. Effective communication can be seen as the glue that keeps it all together.

2.2 *Managing change*

When it comes to making big changes in an organization, and NITC's restructuring definitely deserves this qualification- employees' capacity to adapt to a new order is crucial. Although the hoped-for benefits of a major initiative can shrink dramatically if employees misunderstand or resist it, success or failure depends as much on how the change is made as on the project itself.

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In 2002, McKinsey studied change programs at 40 organizations, including banks, hospitals, manufacturers, and utilities. For each program, the expected value of a project was compared with the actual value realized. Second, McKinsey rated each company's strength in 12 factors for managing change effectively, as shown in below Exhibit 1[1].

EXHIBIT 1

Factors for successful change

Senior managers	
Commitment	Put initiative at top of agenda
Communication	Relate single, clear, compelling story—no mixed messages
Financial incentives	Reward senior managers if initiative is successful
Nonfinancial incentives	Provide recognition for strong performance
Leadership	Identify owner/champion
Stretch targets	Uphold goals with mantralike consistency; team 'lives or dies' by the numbers

Middle managers	
Decision authority	Exercise consistent control over defined set of tasks
Skills in managing people	Provide feedback to employees on status of initiative
Skills in managing projects	Achieve measurable milestones in timely manner

Frontline staff	
Skills	Consider training key aspect of initiative
Tools	Make technology and techniques available to employees
Motivation	Clearly reward excellent performance to improve morale

Exhibit 2[1] shows a comparison between the change-management strengths and weaknesses and the realized returns in all 40 initiatives. The Exhibit clearly shows the correlation between change-management capabilities and project success.

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[1] From McKinsey Quarterly, 2002 Number 4, by Jennifer A. Laclair and Ravi P. Rao.

NITC Implementation Plan

EXHIBIT 2

Effective change management pays
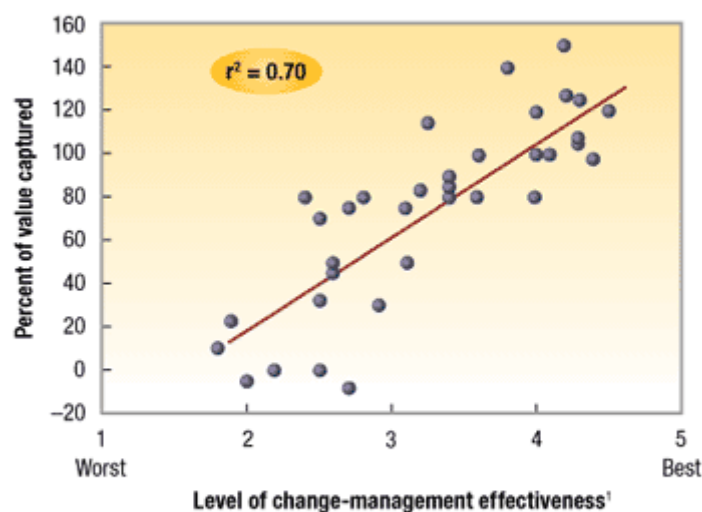
r^2 = the proportion or percentage of variance explained by a regression
[1] Company's average score (on scale from 1 to 5, worst to best) across all 12 change-management factors; n = 37 (does not include 3 outliers at high end of value-capture range).

For the 11 most successful companies in the study, effective change management capabilities were present at every level: senior and middle managers and frontline employees were all involved, responsibilities were clear, and the reasons for the change were understood throughout the organization. These 11 companies gained an average of 143 percent of the returns they expected. By contrast, the 11 least successful companies showed a lack of commitment from senior executives, defective project-management skills among middle managers, and a lack of training for and confusion among frontline employees. These companies on average only captured 35 percent of the value they expected.

The lessons we can learn from this with regard to NITC's implementation are as follows:
1. The implementation should be managed and executed as a project, with clearly defined objectives, timelines and resources. This ensures that the implementation does not loose its momentum and is finished within a specified time period;
2. NITC top and middle management should get and remain involved in the implementation from an early stage. They have to work with the new organization, so they should be strongly involved in decisions shaping the new NITC;
3. Communication is the key to success, from top management leadership to middle management feedback to employees;

2.3 Implementation approach

NITC remains "in trade" during implementation. Running projects and services by NITC and MoICT have to continue, while NITC and MoICT are integrated into the new NITC. Therefore we recommend to enhance NITC's management with strong project management resources that can take the implementation forward without being distracted by daily disturbances.
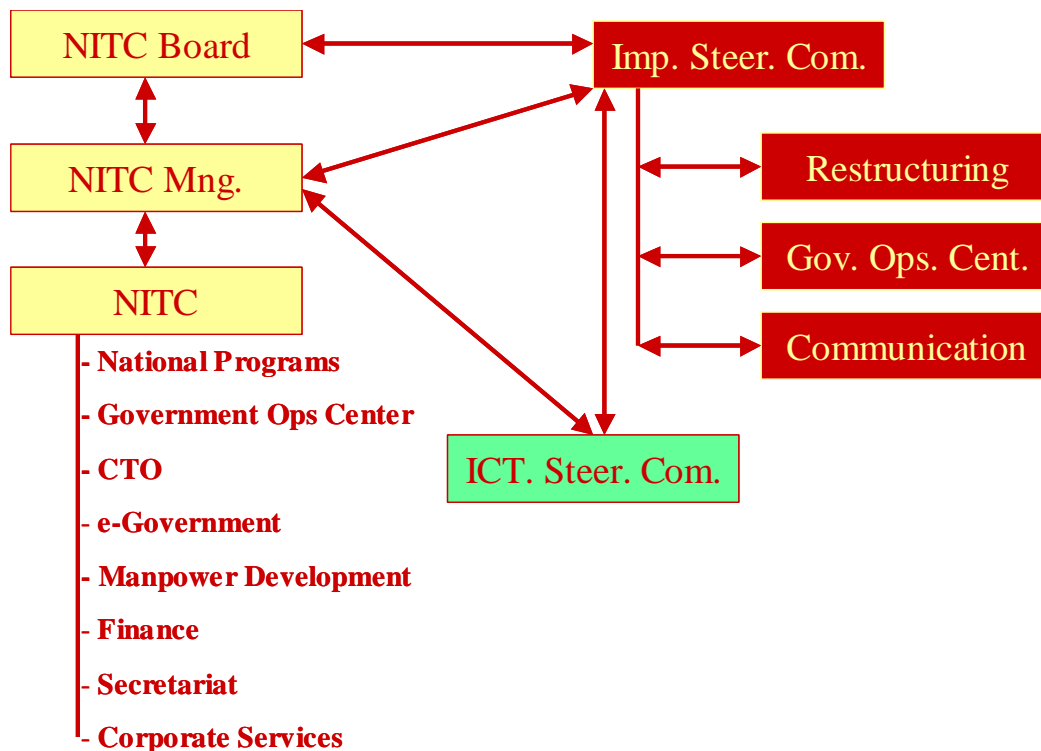
We propose to break-down NITC's implementation into three programs:

4. *Organizational Restructuring* deals with the implementation of NITC's services, organization, processes and staffing requirements as well as the cultural change that is needed to meet NITC's objectives. This program includes the migration of the current NITC and MoICT organization to the new NITC.
5. *Government Ops Center* deals with the implementation of the Government Ops Center and includes consolidation of government data centers and the outsourcing of the Government Ops Center operations.
6. *Communication* supports the first two programs in achieving their objectives. Since it is of paramount importance that communication occurs in a coordinated and consistent manner, we propose to treat it as a separate program.

2.4 Project organization and governance

The diagram below shows how the implementation is organized and governed, and explains the relations with the NITC organization and the government entities. We will now describe the main responsibilities of each party.

```
NITC Board  ◄──────►  Imp. Steer. Com.
   ▲                         ◄──────►  Restructuring
   ▼
NITC Mng.                    ◄──────►  Gov. Ops. Cent.
   ▲
   ▼                         ◄──────►  Communication
NITC
 - National Programs
 - Government Ops Center      ICT. Steer. Com.
 - CTO
 - e-Government
 - Manpower Development
 - Finance
 - Secretariat
 - Corporate Services
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NITC Board
- Appoints and directs the Implementation Steering Committee;
- Appoints and directs NITC management.

Implementation Steering Committee
- Appoints implementation program managers;
- Co-ordinates NITC implementation;
- Decides on major project milestones;
- Reports to NITC Board.

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NITC Management
- Manages NITC's operations;
- Is represented in the Implementation Steering Committee and the ICT Steering Committee;
- Consults ad hoc with program managers;
- Decides whether project deliverables are ready for hand-over;
- Reports to NITC Board.

ICT Steering Committee
- Represents government entities via their CIO's;
- Monitors progress of National Programs;
- Consults with NITC management about NITC proposals effecting government entities and the implementation of NITC standards and procedures;
- Provides input to Implementation Steering Committee regarding requirements from government entities.

Implementation Program managers
- Manages program (one for each of the three programs)
- Decides on project issues in between milestones
- Consults ad hoc with NITC management and CIO's of government entities
- Hands over deliverables to NITC management
- Reports to Implementation Steering Committee

iDA Involvement

In October 2003, The Jordan and Singapore Governments signed a Technical Support Agreement. Under the agreement, the Infocomm Development Authority of Singapore (iDA) shares its experience in government computerization programs, e-Government development and its role as Singapore's ICT authority. The iDA builds on over 20 years of experience. To lay a strong foundation for an information-driven economy, the Singaporean government has invested heavily in the country's infrastructure since the mid- 1970s. Its success in online services is best exemplified by its e-government initiatives. It is one of the few countries in the world where e-government services not only have provided more efficient access to the government but also have contributed significantly to realigning the way the government operates. The e-Citizen initiative has received accolades from around the world as one of the best public-service delivery platforms in the world.

Implementing the new NITC is an excellent way to have the Agreement take shape.

Assuming there is a provision for this in the Agreement, Senior personnel from iDA could support the implementation of the new NITC as Program managers, interim managers and/ or members of the Implementation Steering Committee.

Political Support

To support the programs, we need the political backing to arrange for conditions that must be fulfilled outside of the NITC, but are crucial to NITC's success. This includes getting buy-in from government entities for NITC's role and objectives, creating CIO's in government entities, installing the ICT Steering Committee and any other issues that will pop up during implementation of the NITC. Most cross-governmental issues should be dealt with in the ICT Steering Committee, however some issues may need escalation. We recommend that such issues are channeled to the Minister of ICT via NITC's CEO. Together they can determine to either solve the issue through lobbying or via submitting the issue to Cabinet.

2.5   *Initiation Phase*

The Initiation Phase deals with all preparatory actions and decisions preceding NITC's actual implementation. Its activities can be grouped into the following categories:

<u>**NITC Implementation Plan**</u>

- Approval of NITC's strategy and implementation plan;
- Buy-in from government entities;
- Law amendments;
- Decision on locations;
- Budget 2005;
- Appointment of key management;
- Implementation of governance structure;
- Kick-off implementation programs.

Approval of NITC's strategy and implementation plan
NITC's strategy, design and implementation as described in the two AMIR reports must be approved by the NITC Board.

Buy-in from government entities
NITC must gain support for its new role as government ICT authority and watchdog on ICT budgeting and spending. This requires lobbying to get buy-in for NITC's objectives from the key stakeholder government entities: Prime Ministry, Ministry of Education, Ministry of Finance, Ministry of Planning and Ministry of Industry and Trade.

Law amendments
In our report on NITC's strategy and design, we proposed two amendments on the NITC law: the first to allow Board members from the private sector and from the academic world and the second to be able to change NITC's name. These amendments need to be submitted to the Cabinet and to the Parliament for approval.

Decision on locations
The NITC Board needs to decide where it wants to locate its staff and the Government Ops Center and needs to secure these locations for a period of five to ten years.

Budget 2005
In order for NITC to implement its strategy, it needs to have budget. The budget request for 2005 must be submitted in September and can be based on the financial model that is described in the report Strategy *and design for the NITC*.

Appointment of key management
The top management positions of the new NITC must be filled by assessing and possibly re-appointing current NITC and MoICT management or by hiring new managers.

Implementation of governance structure
NITC's governance structure as described in the report *Strategy and design for the NITC* needs to be put in place. This includes appointing new board members, appointing CIO's at the government entities and installing the ICT Steering Committee.

We believe that the role of the CIO's is crucial to the success of NITC, since the CIO's are the liaison between NITC and the government entities. They should make sure that on the one hand government entities recognize that NITC enables them to meet their objectives, and on the other hand ICT policies and standards are implemented at government entities. Therefore we would like to give some guidelines for the appointment of the CIO's:

1. As already mentioned in the report *NITC strategy and design*, it is not practical to appoint a CIO for each government entity. We therefore recommend appointing a CIO for some of the major ministries (like MoE) and having sectorial CIO's to represent the other government entities. A total of about 10 CIO's would be optimal. Candidates are appointed by the Cabinet, on nomination by MoICT.

2. CIO's are the ICT champions within the government entities and should therefore combine ICT experience with knowledge of government objectives and processes and the political skills to operate in the government environment. There will not be too many qualified candidates available and if there are, they will come at a price. We suggest the CIO's receive a salary in the range of the salaries of NITC's first management layer. If this does not enable the recruitment of top candidates, we should attract talented people and invest in their training.

Kick-off implementation programs

By appointing program managers for the three implementation programs and installing the Implementation Steering Committee, the implementation will be initiated.

2.6   Milestone planning Initiation Phase

During the iDA workshop MoICT expressed the intention to launch the new NITC at the ICT Forum III. In order to do this the milestone planning in below table must be achieved.

Activity	When?	Who?
Approve NITC Strategy, Design and Implementation Plan	1 Aug 2004	NITC Board
Approve amendments to NITC Law	1 Aug 2004	Parliament
Install interim Implementation Steering Committee	1 Aug 2004	NITC Board
Appoint Implementation program managers	8 Aug 2004	Impl. Steer. Com.
(Re-)appoint NITC Board members[2]	1 Sep 2004	Cabinet
Assess and (re-)appoint NITC management[3]	1 Sep 2004	NITC Board
Install permanent Implementation Steering Committee[4]	1 Sep 2004	NITC Board
Decide on NITC locations	1 Sep 2004	NITC Board
Appoint CIO's government entities	15 Sep 2004	Gov. entities
Install ICT Steering Committee	15 Sep 2004	NITC CEO
Submit NITC budget 2005	15 Sep 2004	NITC CFO

We believe above planning not to be realistic as it is already past the middle of July and decision making will be slow due to the holiday months. Therefore we recommend postponing the NITC launch to a later stage, preferably somewhere in November 2004, and proposing the following still ambitious but more realistic planning.

Activity	When?	Who?
Approve NITC Strategy, Design and Implementation Plan	1 Sep 2004	NITC Board
Approve amendments to NITC Law	1 Sep 2004	Parliament
Install interim Implementation Steering Committee	1 Sep 2004	NITC Board
Appoint Implementation program managers	8 Sep 2004	Impl. Steer. Com.
(Re-)appoint NITC Board members	1 Oct 2004	Cabinet
Assess and (re-)appoint NITC management	1 Oct 2004	NITC Board
Install permanent Implementation Steering Committee	1 Oct 2004	NITC Board
Decide on NITC locations	1 Oct 2004	NITC Board
Submit NITC budget 2005	1 Oct 2004	NITC CFO
Appoint CIO's government entities	15 Oct 2004	Gov. entities
Install ICT Steering Committee	15 Oct 2004	NITC CEO

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[2] In the AMIR report, appointment of representatives from private sector and Universities is proposed. Other NITC Board members can be re-appointed.

[3] Assessment and (re-)appointment of NITC management is described in more detail in chapter on Restructuring.

[4] Since NITC management is represented in the Implementation Steering Committee (ISC), the permanent ISC can only be installed when NITC management has been appointed.

2.7 Contents of this document

This Implementation Plan will elaborate on the three implementation programs. It provides guidelines and checklists on what needs to be done within each program and a preliminary milestone planning for these activities. Please note that detailed implementation plans will be written by the implementation program managers, coordinated by the Implementation Steering Committee. We propose the program managers use the input from this document to develop their own implementation plans to which they can feel committed.

3 Current Situation

3.1 NITC services

Current NITC activities consist of the following:

- o An ISP for government entities offering internet access and hosting services
- o Domain name registration .jo.
- o Operations center for the e-Government program and the Secure Government Network (SGN)
- o Management of Knowledge Stations
- o Coordination of training for government employees (e.g. ICDL courses)
- o Management of the National Information System (NIS)
- o Consulting services

3.2 MoICT services

The three major programs being managed at the MoICT are:

- o The Jordanian Education Initiative: JEI as part of the Education Reform for a Knowledge Economy Program
- o The National Broadband Network
- o e-Government

Supporting the three programs are various project management units and a Promotions office.

3.3 Transition

A major part of implementing the new NITC is integrating and migrating current NITC and MoICT operations into one new organization.
Below is an overview of the specific elements in the current situation and where they can be found in the new organization. Chapter four and further will detail the three Programs separately:

Current	Move to
Management of Knowledge Stations	National Programs
Management of the National Information System (NIS)	e-Government as an essential function of content management. The NIS will be integrated with the e-Government portal.
Domain name registration .jo.	Chief Technology Office
Operations center for the e-Government program and the Secure Government Network (SGN)	Government Ops Center (will be outsourced; see chapter 5 Government Operations Center)
ISP for government entities offering internet access	Government Ops Center (will be outsourced; see chapter 5 Government Operations Center). Internet access will be provided via the Secure Government Network.
Coordination of training for government employees (e.g. ICDL courses)	Manpower Development
Jordan Education Initiative	National Programs
e-Government	e-Government excluding shared services such as e-Government Ops center.
National Broadband Network Program	National Programs The management, maintenance and operations of the network will be done with the Government Ops Center

4 Organizational Restructuring

The objectives of the organizational restructuring program can be summarized as follows:
- o Create a results driven and service oriented organization to manage ICT related government projects
- o Increase efficiency and effectiveness of ICT operations in government
- o Implement a competency development framework

The following paragraphs describe the activities necessary to restructure the NITC. Some activities will take place in parallel, others are chronological.

In the milestone planning at the end of this chapter an estimate is given of the time-span. Please note that the start dates depend on successful conclusion of the initiation phase as described in chapter 2.

The Restructuring Program is divided into a planning phase, an execution phase and a handover phase.

4.1 Planning

During this phase the Restructuring program manager is appointed and devises a project plan with deliverables and timelines. In addition a restructuring team is set up.

4.2 Execution

4.2.1 Management appointment

This is the most important part of the implementation of the new NITC. Without good, results-driven management there is no point in initiating any changes and the new NITC is doomed to fail. The newly appointed management must realize the need to change and have a strong drive to change.

The NITC Board is responsible for the appointment of the NITC management and will take the following activities to hand immediately supported by the Program Manager:

Activity	Elaboration
Key jobs needs analyses	A description is devised of key skills and characteristics required to perform the key jobs based on the job profiles in the report *'Strategy & Design for the NITC*. CEO, CFO, CTO, Dir. National Programs, Dir. Government Ops Center, Dir. e-Government, Dir. Manpower Development, Head of Secretariat, HR Manager
Skills and performance assessment	An assessment of current NITC management will be undertaken concerning skills, attitude and performance. In addition the key figures from the MoICT who will be moved to the NITC will undergo the same assessment. These are the current program directors of the programs being managed at the MoICT. The output here is evaluation reports of current key figures
Reallocation and recruitment plan for key positions based on above analyses	Based on the job needs and existing skills, attitude and performance the NITC management and key figures will be assigned. Initially this management will perform as an interim team so the program does not have to await formal Board approval.

4.2.2 Employee allocation

Employee allocation is a difficult process and can cause a lot of uncertainty within an organization. Internal communication is crucial to make the process as transparent as possible. Communication is dealt with in a separate chapter and is included here as an activity to give a full picture.

It is vital not to underestimate the importance of balancing the mix of new skills with the knowledge and expertise that already exists within the NITC organization and within the Ministry of ICT.

NITC Implementation Plan

The HR manager is will support the Program Manager in employee allocation and work closely with the CEO and the NITC management to ensure a speedy, efficient and transparent process.

Activity	Elaboration
Devise internal communication plan and communicate activities to employees	Here it is essential to communicate the whole procedure to employees and the reasons for this procedure. The communication should include the steps that will be taken, the consequences it may have for them (relocation, salary etc.) and a time planning so they know when to expect what.
Recruit two HR experts	To perform the below activities two human resource experts must be recruited or appointed from current employee base.
Review remuneration system and adapt where necessary	Current remuneration system must be competitive and if not adapted where necessary. Job profiles are detailed and competitive salary ranges are assigned to the different jobs including all indirect fees and non financial rewards per range.
Set up recruitment and selection	Review current recruitment and selection procedures, adapt where necessary.
Jobs needs analyses	These analyses review all key jobs using the job profiles in the Strategy & Design report. This leads to a description of key skills and characteristics required to perform each job.
Define job gap	Compare current job needs analysis with job needs analysis for the new NITC. If there is an overlap of over 70% the employee is directly allocated to the new organization depending on head count. This employee could be a current NITC employee or someone working within one of the MoICT programs.
Re-skill and/ or upgrading of skills	Employees who cannot be directly matched to a position within the new organization are evaluated. Based on this evaluation And the requirements of the new organization training programs are set up. Also see the chapter Training.
Devise reallocation plan	The new NITC will have a new reward and compensation system which could mean that there could be gaps between what an employee is currently earning and what an employee will earn in the new organization. The allocation plan must contain a process of gradual transformation to the new remuneration system. Not all employees can be directly allocated to the new organization as some jobs will be outsourced and some existing jobs can not be directly mirrored to the new NITC. These employees will be matched to other positions or retrained. Also see paragraph Training. In addition the internal communication must be organized meticulously. Also see the separate chapter Communication.
Reallocate staff	Employees will be reallocated to other positions within the new NITC based on skills, knowledge, attitude and performance. Not all employees will be suitable for the new organization. For these employees a retrenchment plan is devised.
Recruit and select	For those positions that cannot be filled by current MoICT and NITC employees a recruitment campaign is set up.

4.2.3 Training

This paragraph specifies the training process and activities during implementation of the new NITC. The focus here is on (re)training the NITC staff to ensure sufficient incorporation into the new organization.
The Director of Manpower development supports the Program Manager and is responsible for managing the training program working closely with the HR manager.

When the initial NITC restructuring is finished and most key positions are filled, this department will focus on its regular functions of developing the ICT competences of government employees in general.

Activity	Elaboration
Recruit two training experts	To assist in the upgrading and re-skilling of the newly appointed NITC employees two training experts will devise training programs based on job needs and employee evaluations; focus of these programs are threefold: o Introduction of new competencies: management skills, financial awareness, focus on motivational management and coaching management o Skills and knowledge based depending on job content o Attitude change: customer centric approach and performance oriented, commitment to results.
Detail training requirements and start an RFP process	Actual training is outsourced and once the requirements are detailed, RFPs can be submitted and tendering procedures can begin. We recommend writing one RFP for all training requirements to make the process as efficient and fast as possible.
Evaluate bids and select training partner	Once the contract has been signed the training partner will devise the required training curricula.
Initiate training	Start training according to plan.

Training is an ongoing process and after implementation will focus on:
1. Continuous matching of organizational requirements to competence development as part of individual performance appraisal
2. Developing ICT competences of government employees

4.2.4 Business process redesign

Business Process Redesign (BPR) is defined as the analysis and design of work-flows and processes within and between organizations or departments. BPR can be used to describe processes within and interfaces between organizations, creating clarity about organizational and individual responsibilities, which will ultimately lead to effectiveness (do the right things) and efficiency (do the things right).

BPR is a crucial part of the NITC transition and we propose the following approach:

1. Establish the specific objectives that must be met, based on the new NITC strategy, vision and mission:
    o Increase effectiveness and efficiency of government ICT operations
    o Development ICT competences
    o Improve effectiveness, speed and efficiency of ICT related government projects and programs
    o Create an ICT center of excellence.
2. Identify the processes to be redesigned by focusing on the most important processes or those that conflict most with the NITC vision;
3. Assign a process owner to the processes;
4. Understand and measure the existing processes to avoid repeating old mistakes and to provide a baseline for future improvements;
5. Design and build a prototype of the new process. The actual design should not be viewed as the end of the BPR process. Rather, it should be viewed as a prototype, with successive iterations.

There are some important principles of BPR which should be taken into account:
    o Organize around outcomes, not tasks;
    o Put the decision point where the work is performed, and build control into the process;
    o Capture information once and at the source.

4.2.4.1   *Process ownership*

The implementation and execution of the redesigned processes depends upon those who do the work. Hence, the participation, and more importantly, acceptance and ownership, at the grass roots level are essential for successful BPR.

For the NITC the core processes are directly tied to the services. It is logical to assign the process to the person who is responsible for the particular related service.

It is then the responsibility of this person to ensure efficient process (re)design and ensure that people are working according to the processes and that the processes lead to the required output.

We propose the following process ownership in line with the organizational structure. Please note that only the core NITC processes are mentioned here:

Process owner	Core process	Status[5]
Director of National Programs	Portfolio management	Develop
	Project management	Implement
Secretary	ICT Master Planning	Develop
Director Government Operations Center	Supplier management	Develop
	Service level management	Develop
Chief Technology Officer	Quality management[6]	Develop
Director of Manpower Development	Competence management	Develop
e-Government Director	Change management for government entities	Implement
	Service management (new services implementation)	Implement
Chief Financial Officer	Procurement management	Review
	Financial management and planning	Develop
	Business performance management	Develop
HR Manager	Performance appraisal process	Develop
	Reward and compensation process	Develop

Assigning process owners leads to cross-functional responsibilities. This requires the formation of cross functional teams to achieve certain outputs.

Teams will be formed to achieve certain results which will imply 'lending' employees to other departments on a temporary basis.

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[5] Some processes already exist and only have to be implemented in the new organization. Others need review and others are new and still have to be developed.

[6] Quality regarding implementing and maintaining ICT guidelines, standards and procedures for government entities.

4.2.5   Operating procedures

These are the procedures supporting the administration and internal control of the organization. In addition operating procedures are necessary for the following reasons:

- To provide people with all the safety and operational information necessary to perform a job properly.
- To ensure that tasks are performed consistently to maintain quality control of processes and services.
- To ensure that processes continue uninterrupted and are completed on a prescribed schedule irrespective of who does the job.
- To ensure that approved procedures are followed in compliance with company and government regulations.
- To serve as a training document for teaching users about the process for which the procedure was written. Thorough operating procedures can be used as the basis for providing standardized training for employees new to a particular job and for those who need re-training.
- To serve as a checklist for evaluators who observe job performance to reinforce proper performance.
- To serve as an historical record of the how, why and when of steps in an existing process so there is a factual basis (not hearsay) for revising those steps when a process or equipment are changed. As people move from job to job within and between companies, unwritten knowledge and skills disappear from the workplace. Properly maintained written operating procedures can chronicle the best knowledge that can serve new employees when older ones move on.

The number of operating procedures within the NITC will vary per department. Finance and Human Resource department will have most operating procedures. The most important are mentioned below per department:

Human resource management	Personnel administration
	Salary administration
	Remuneration
	Performance appraisal
	Recruitment and selection
	Attendance
Finance	Credit management
	Invoicing and debit management
	Procurement
	Treasury and cash flow management
	Purchase procedures
	Management reporting
	Planning and control
	Safety procedures
	Cleaning procedures
National Programs	Project administration procedures (e.g. document management, quality management)
	Project management procedures (e.g. change request management, risk management, escalation management)
Government Ops Center	Escalation procedures
	All ITIL procedures: to be devised by the outsourcing partner.
Chief Technology Office	Domain name registration procedure

4.2.6 Business performance management: introducing the Balanced Scorecard

Crucial to the success of the NITC is introducing performance management to measure whether the NITC is achieving its predefined objectives. By measuring business performance, managers can be held accountable for their department's successes or failure and manage accordingly. As recommended in the 'Strategy & Design for the NITC report we propose to introduce the Balanced Scorecard method.

In this method strategic objectives are translated into Critical Success Factors (CSFs) and viewed from four perspectives. To monitor the progress of the Critical Success Factors measurable indicators are used, the Key Performance Indicators (KPIs).

Further elaboration on the four perspectives can be found in the report 'Strategy & Design for the NITC'.

Recommended Critical Success Factors and Key Performance Indicators are the following:

Learning organization
Critical Success Factors
- Set up an internal education and training program and budget
- Attract, develop and retain ICT professionals
- Set up a curricula for government IT staff and government ICT users

Key Performance Indicators

- % of employees that have passed exams arranged through NITC

- % reduction in NITC employee turnover
- % moves to senior positions (non-management)
- % senior staff

Financial
Critical Success Factors
- Ensure return on project investments*
- Stimulate Jordan ICT sector growth
- Enhance financial management directly relating services to revenues

Key Performance Indicators
- % of projects completed within budget and with the expected results*
- % contracts awarded to Jordanian ICT companies
- % accuracy in financial planning
- % increase of government contracts awarded to the ICT sector
- % programs initiated in cooperation with the ICT sector

Internal
Critical Success Factors
- Introduce process management
- Standardize government ICT management
- Implement and anchor project management*Implement and anchor portfolio management
- Increase interoperability of ICT equipment
- Procure and hire independently and fast

Key Performance Indicators
- % of processes implemented
- % projects implemented within specified timeframe and budget and with the expected results*
- % of projects managed through fixed decision making phases
- % of staff hired within a specified timeframe.
- % new services implemented
- % of procurement contracts closed within a specified timeframe.
- % reduction of recovery time

Beneficiaries

Critical Success Factors
  o Increase customer satisfaction (G2G)
  o Stimulate public/ private partnerships
  o Introduce Service Level management
  o Development ICT competencies of government IT departments
  o Development ICT competencies of citizens and businesses
  o Ensure reliable, qualitative and secure services
Key Performance Indicators
  o % decrease in number of complaints to NITC concerning services rendered% increase in marks from customer satisfaction surveys
  o % increase in service offerings
  o % increase in availability of certain services
  o % increase in public/private partnerships
  o % IT staff trained through NITC
  o % services managed according to service levels

Ultimately the CEO is responsible for reaching NITC goals. To be able to manage performance of the different departments and to hold the various managers accountable and liable for performance the CEO will assign KPIs and the related performance targets to each manager.
Implementing performance management and the BSC method requires the following steps to be taken by management.

  1. Agree on the NITC Critical Success Factors (NITC goals)
  2. Agree on the Key Performance Indicators to enable measurement of the KPIs
  3. Agree on the performance targets related to the KPIs
  4. Agree on KPI ownership and target accountability
  5. Implement KPI registration procedures
  6. Implement a performance control cycle

4.2.7 ICT Master Plan

The foundation for NITC's role as portfolio manager of national ICT programs and as watchdog for government ICT budgeting and spending is laid by the ICT Master Plan. This plan translates the National ICT Strategy into a roadmap of national ICT programs for a 3-year horizon. It is used by the National Programs department to develop and implement ICT programs and by the Finance department to advise government entities and the Ministry of Finance on ICT budgeting and spending.

If NITC wants to fill in its new role quickly, it must start by developing a first version of the ICT Master Plan. We recommend that this first version is an inventory of current ICT initiatives and programs as can be derived from the ICT budget requests that will be made by the government entities in the September budgeting round. The ICT Master Plan will then link this inventory to the National ICT Strategy by answering two questions: Why do we do this and why do we do this now?

This first ICT Master Plan is done in a quick-and-dirty approach to get things started. In the following years, the ICT Master Plan will be developed in a more sophisticated way, via a process including consultation with government entities, the private sector and NGO's.

4.3 *Milestone planning Restructuring Program*

The below table shows the key milestones of the Restructuring program:

NITC Implementation Plan

Activity	When?	Who?
Appoint Restructuring Program Manager and Restructuring Team	8 Sep 2004	NITC Board
Appoint Management Team	1 Oct 2004	NITC Board
Define project plan	1 Oct 2004	Program Manager
Submit ICT Master Plan to Cabinet	1 Dec 2004	CEO
Reallocate staff	1 Dec 2004	HR Manager with Management Team
Set NITC targets	1 Dec 2004	NITC Board
Devise and implement operating procedures	1 Jan 2005	Program Manager and Management Team
Implement performance management	1 Jan 2005	CEO
Process design and implementation	1 March 2005	Program manager with process owners

5   Government Ops Center

5.1   Starting points

The AMIR report ''*Strategy & Design for the NITC'* and the CA report '*Consolidation of Government Ops Centres'* make the following recommendations about NITC's Government Ops Center:

- Consolidate all government ops centers and common services. All major servers are brought into a centrally secured location and hosted there. Preferably this location is NITC's current e-Government Ops Center.
- Upgrade NITC's Ops Center facilities, regarding physical security, Ops Center space and infrastructure.
- Migrate all government ops centers to NITC facilities.
- Implement ITIL-based processes to ensure service level management and business continuity.
- Develop disaster recovery and backup facilities.
- Provide Internet connectivity via the Secure Government Network (SGN) under central management, removing threats from Internet backdoors.
- Connect to a reliable ISP.

In addition, both reports conclude that the best option for NITC to get its Ops Center facilities and operations upgraded, is to outsource this to the private sector. This chapter describes the outsourcing process, by looking at the following four phases:

- Preparation
- Contracting
- Transition
- Contract management.

We will now discuss each phase separately.

5.2   Preparation

During the preparation phase, the RFP (Request for Proposal) is prepared. This document invites interested parties to bid for the outsourcing contract. This means that at this stage NITC needs to specify the nature and volume of the services requested. This means the following issues must be clear:

- Level of consolidation of government ops centers;
- Service usage;
- Service level requirements.

5.2.1   Consolidation

The level of usage of the Government Ops Center services will be primarily determined by the number of government entities that will commit to consolidation of ops centers. This requires political lobbying by the Minister of ICT and other proponents of the consolidation proposal, resulting in a Cabinet decision. This Cabinet decision will be input for determining service usage.

5.2.2   Service usage

The outsource provider must be able to determine what kind of facilities and what staffing are needed to operate the Government Ops Center. Therefore we must make assumptions about the service usage over time. The main drivers for the size of the Government Ops Center resources will be:

- Number of Government Entities connected to the SGN;
- Number of government employees using the SGN;
- Number of government applications running on Government Ops Center servers and making use of Government Ops Center data storage facilities.

The growth of these drivers over time depends on the Cabinet decision on consolidation.

5.2.3   Service level requirements

The Government Ops Center will provide reliable and secure services to government entities, but the service level requirements have much impact on the size of its resources and are therefore an important input for the outsourcing agreement. These service level requirements must be discussed in and approved by the ICT Steering Committee.

We believe the main requirements to decide upon are:
- The number of shifts;
- Back-up facilities.

Number of shifts
The Government Ops Center will be staffed during a pre-defined number of hours. Inside these hours, staff will pro-actively monitor service performance and will be immediately available to act upon faults. Outside these hours, there will be a stand-by service with staff on watch that can act reactively on service disturbances. It is clear that the former option provides a higher service level, but requires more shifts. We could distinguish three service levels:
1. Office hours shifts: Sunday to Thursday from 8:00 to 17:00;
2. Day shifts: Saturday to Thursday from 8:00 to 24:00;
3. 24/7 shifts: Saturday to Friday from 0:00 to 24:00.

Back-up Facilities
The Government Ops Center- located in Amman- will provide back-up facilities, to make sure that after disturbances, services can be restored with a minimum loss of data. We distinguish two levels of back-up facilities:
1. Server and data back-up: The Government Ops Center will operate with back-up servers for key applications that immediately take over when the main server fails. Every night a data back-up is run to a separate location, to make sure that in case the Government Ops Center is destroyed or severely damaged, only last-day data are lost.
2. Full-mirror facility: The Government Ops Center will have an identical twin at a location with sufficient distance from Amman. This mirror facility will be able to share loads at peak times and can immediately take over in case the Government Ops Center is destroyed or severely damaged.

The web site www.outsourcing-toolkit.com provides useful tools for outsourcing processes, which we have used elaborately throughout this chapter. One of these tools is a format that can be used to define service level requirements. The table of contents of this format can be found in Appendix 1.

5.2.4   RFP

The service level requirements are the most important input for the development of the RFP. Other important issues to consider are ownership, participation of the Jordanian IT sector, due diligence and contract length.

Ownership
An important decision that must be made is to what extent the outsource provider will be owner of the production facilities. These production facilities include the following items:
- Ops Center location(s);
- Physical facilities;
- Hardware;
- Software;

- Intellectual Property Rights (IPR) for operating procedures;
- Staff.

For each of these production items NITC must decide whether it wants to remain owner or whether ownership is transferred to the outsource provider via a sell-and-lease-back mechanism. We would recommend the following:

- NITC keeps renting the location(s) for the Ops Center, because that will probably be more convenient and efficient in view of its current relation with the RSS (owner of the current NITC location);
- The physical facilities (i.e. empty site prepared for ops center services, including security, power supply, fire protection etc.) can be owned by NITC if this has funding advantages. Upgrading these facilities however should be done under supervision of the outsource provider;
- Hardware, software and IPR should become property of the outsource provider. We want to be flexible in processing hardware and software upgrades, so the outsource provider should fully control this process. In addition, NITC may benefit from the outsource provider's purchasing power;
- We propose that there will be no transfer of staff from NITC to the outsource provider. This is a complicated process that should only be executed if the outsource provider does not have sufficient qualified resources to staff the Government Ops Center or if the NITC does not have other activities that can be allocated to the current Ops Center employees. We believe neither is the case.

We propose NITC includes a BOT (Build-Operate-Transfer) option into the RFP. At the end of the contract, NITC can then regain ownership by exercising this BOT option, via which ownership of all production facilities (so including staff as well) is transferred back to the NITC. NITC can then decide to run the Government Ops Center by itself, or to privatize it. Privatization will definitely boost the development of the Jordanian IT sector, and is therefore the preferred option provided that national security concerns can be dealt with effectively.

Private sector participation
NITC wants to stimulate the Jordanian IT sector via its procurement of IT products and services. However, an outsourcing contract of this nature is unique in Jordan and no Jordanian company will probably be able to bid on this contract independently. Therefore NITC should make its outsourcing attentions known well in advance, so Jordanian companies can prepare themselves by setting up a joint venture with a renown international partner. In order to ensure spin-off for the Jordanian IT sector, the main contractor (JV leader) should be a Jordanian company.

Due diligence
Since there will be a transfer of hardware and software and in order to provide the potential outsource providers proper insight in what has to be done, the RFP process should include a due diligence opportunity.

Contract length
Since the future development and uptake of Ops Center services is hard to predict, NITC should build sufficient flexibility into its outsourcing contract. On the other hand, the outsource provider will look for a long-term commitment, to make sure it can recoup its initial investments. These two objectives can be combined by going into a 3-to-5 year contract, with payments based on actual usage and with yearly revisions.

5.3 Contracting

Once the outsource provider has been selected based on the evaluation of the RFP responses, NITC and the outsource provider need to close a contract. The web site www.outsourcing-toolkit.com provides a contract format that describes the elements that should be incorporated in the contract. The table of contents of this format can be found in the Appendix 2.

NITC Implementation Plan

This contract is the top-level agreement between NITC and the outsource provider. In addition to the contract, NITC and the outsource provider must develop a service level agreement (SLA) that defines the operational aspects related to the service delivery of the outsource provider to the government entities. This SLA enables NITC and the outsource provider to:

- Have a clear frame of reference on the agreed service level
- Have an objective insight into the performance of operations
- Be assured of a high level of service quality
- Establish a dialogue through structured Service Level Agreement status reports, review meetings and evaluations
- To define an agreed set of responsibilities and procedures

Since the business environment and service level requirements inevitably change, this SLA needs to define a continuous improvement process to ensure that the support agreement keeps pace with the reality of government requirements. This SLA will be reviewed based on the SLA review meetings and a yearly satisfaction evaluation, both of which should involve the ICT Steering Committee.

The outsource provider will translate this SLA into subsequent contracts with other service providers and suppliers within the service delivery chain. The contents of an SLA format taken from the web site www.outsourcing-toolkit.com can be found in Appendix 3.

5.4 Transition

Once the contract with the outsource provider has been signed, we move into the implementation of the contract, which involves the transference of the factors of production to the provider (possibly facilities and equipment). Preferably this transition phase is done by a different team than the team that did the contract negotiations. Now it is all about building relationships with the outsource provider and achieving a smooth transition. Only the negotiation team leader should remain an active member of transition team, assuring that the negotiation team's acquired knowledge is transferred to the transition team. This ensures that previous provider commitments (and their interpretations) don't fall through the cracks or get reinterpreted.

In the contract, the specific roles for each party in the transition were identified, what will be done, how it will be accomplished, where each will be done, and when each will be accomplished. Now it's time to make the final statements of how those roles will be executed. Here the NITC's Supplier Manager will play a key role. He should have developed a transition plan to smoothly move the factors of production to the provider. The provider, likewise, will have a transition plan. These plans should be meshed into one that includes effective "change management" procedures.

Since we propose that the Government Ops Center facilities are located in NITC's current basement, the transition of production facilities to the outsource service provider will primarily deal with the migration of other government ops centers to the NITC Government Ops Center. Which other ops centers these are and whether and when they will be migrated is to be decided upon during consolidation.

The transition plan must address issues such as:
- What flexibility are we building into our plan?
- What alternative plans should be considered?
- How will we know if the transition is being implemented poorly?
- Do we have a contingency plan in case unforeseen problems arise?
- How does the organization respond to failure, real or perceived?
- How will the provider take full responsibility for the Government Ops Center?
- How will the provider begin to use space in the existing NITC facilities?
- How will any pieces of equipment transfer to the NITC facilities?
- How will existing warranties transfer to the provider?

- How will existing software licenses transfer to the provider?
- How will existing maintenance contracts with third parties transfer to the provider?
- How will interfaces with suppliers and customers (i.e. government entities) occur during the transition?

Currently the NITC offers direct Internet access to government entities, not through the Secure Government Network. This must be migrated to the SGN to offer secure and reliable internet access. At present six government entities are connected to the SGN.

It is important that NITC's customers are strongly involved during the transition phase. They should be interviewed in order to get their concerns out in the open. Therefore the transition plan must be discussed in and approved by the ICT Steering Committee.

5.5 Contract management

Once the transition has been completed, the outsourcing contract must be managed by NITC. The below diagram shows the main relations between government entities (green), NITC (blue), outsource provider (red) and suppliers (yellow).
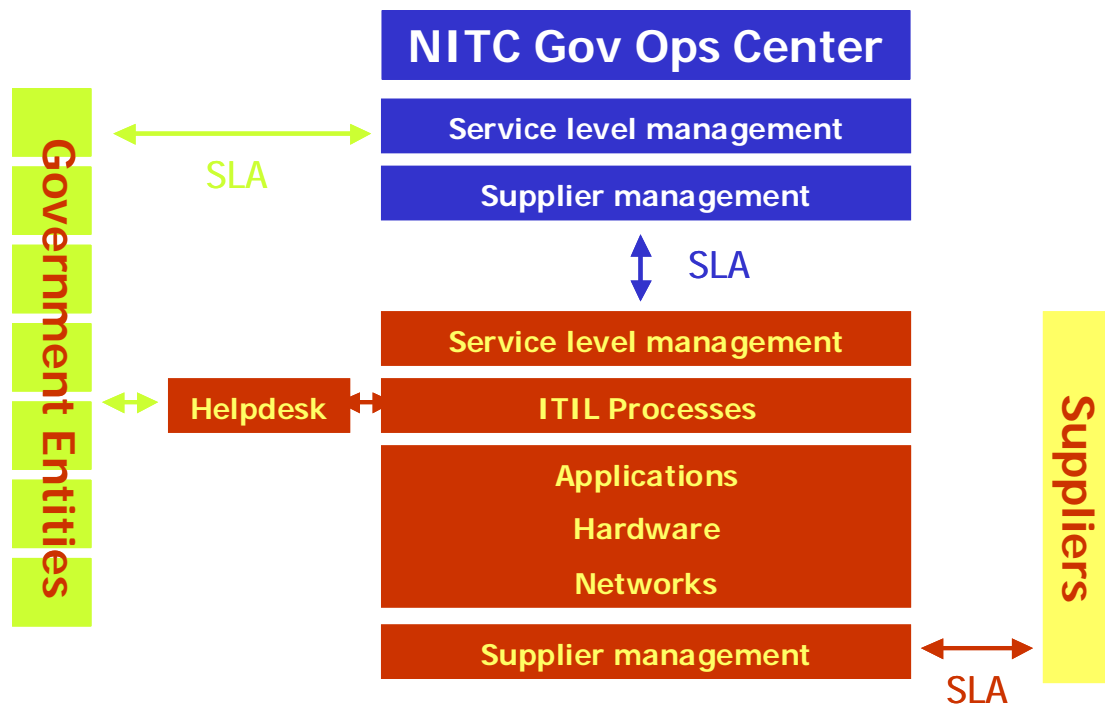
The main responsibility of NITC is now to manage the SLA's it has with the outsource provider (Supplier management) and with the government entities (Service level management). The operational agreements between NITC and the outsource provider, and between the government entities and the outsource provider have been defined in the outsourcing contract and the SLA. This SLA has been used by the outsource provider to agree SLA's with its suppliers. NITC can now combine the already defined service level requirements with the SLA with the outsource provider to offer a back-to-back SLA to its customers, the government entities.

5.6   Milestone Planning Government Ops Center Program

The below table shows the key milestones of the Government Ops Center outsourcing process.

Activity	When?	Who?
Approve consolidation proposal	1 Sep 2004	Cabinet
Determine service usage	1 Oct 2004	Program manager
Announce outsourcing intentions	1 Oct 2004	Program manager
Define service level requirements	15 Nov 2004	ICT Steer. Com.
Publish RFP	1 Dec 2004	Program manager
Close outsourcing contract	1 March 2005	NITC Board
Agree SLA's with government entities	1 April2005	ICT Steer. Com.
Upgrade facilities Government Ops Center	1 June 2005	Outsource Provider
Migration to Government Ops Center from other Ops Centers.	June – Dec 2005	Director Gov. Ops. Center

6   Communication

Three types of communication can be defined for the NITC:
1. Corporate communication: communicating the corporate brand
2. Program communication: communicating the various program brands
3. Internal communication: communicating changes and plans to the employees

6.1   Branding

For many the NITC is still known by its previous name the NIC (National Information Center). A full blown re-branding campaign never took place when the temporary Law (81) was released. For the newly structured NITC a re-branding campaign should take place.

We strongly recommend that the NITC decides on a new name for various reasons.
1. NITC or NIC are not strong brands
2. The NITC does not have a reputation of excellence
3. A new name should be appealing and reflect what the NITC does and/ or the type of image it wants to radiate

Essential for the branding strategy is to position the NITC as a service provider for government not a service provider exclusively for the MoICT.
It is not clear at present whether a name change is possible as it implies amending the NITC Law (81). If it is not possible we propose to at least introduce a new NITC logo.

6.2   Approach to NITC external communications

At the start of implementing the new NITC the focus is on corporate communication, communicating the (new) brand and services. The following plan is designed to aid the NITC in the implementation of its strategy and to achieve the strategic goals and enhance the awareness of the new organization, its people and its services. It is intended that this plan takes an integrated approach and should strive for the most proper and effective mix and integration of communications elements to accomplish the strategic end.

The communication objectives are defined as follows:
o   Create awareness of the new NITC amongst target audiences
o   Create buy-in from government entities
o   Increase service uptake by delivering controlled messages to government entities
o   Enhance activities and exhibits at conferences and seminars by advertising in key trade publications at times of these events

6.3   The target audience

Recognizing the need to communicate to different stakeholders, communication messages for the following audience can be identified[7]:

o   Prime Minister
o   Minister (MoICT)
o   ICT industry
o   Government entities
o   MoICT/NITC
o   Business Sectors
o   Citizens

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[7] Identified and discussed during IDA workshop 1-3 June 2004.

6.4 The Message

The message the NITC wants to bring to its audience will vary according to the target audience. Below depicts which messages are communicated to whom and the best medium to use.

Who	What?	How?
Prime Minister	Vision and foundation of NITC o Share vision of NITC o NITC foundation is crucial for ICT sector in Jordan o Appropriate resources are critical for the NITC to fulfill its vision Alignment at a country level o Importance of alignment at a country level. Budget and planning matters. Importance of developing ICT using NITC as a vehicle Rationale and benefits o Rationale for restructuring of NITC o How NITC will yield benefits for Jordan society, in terms of being connected and better ICT spending Lobbying for support o Prime Minister's support is critical Viability of proposal o Convince Prime Minister of the credibility and viability of the proposed plans, particularly the sticky issues like authority, hiring and procurement. Accountability o Accountability of the new NITC	Through cabinet, backed by key ministers from MoICT, Ministry of Finance, Ministry of Planning and Ministry of Education as current major clients
Minister (MoICT)	Leading role of MoICT o The leading role that MoICT will play in making NITC a reality o Minister is the spokesperson. Give him the support, back up material and all necessary information for him to get the approval o We are now in the leading role and you (as minister) will need to be the role model. o He needs to be able to explain how this will make a difference/improve in the ministry. Accountability at each level o Minister → PM; o NITC → Board→ Cabinet Impact: Benefits and consequences	Well researched, legally and functionally sound strategy and implementation plan

NITC Implementation Plan

Who	What?	How?
	o To expect major changes in NITC. Highlight demarcation of MoICT and NITC. Consequences/benefits to other ministries/agencies. o Buy-in from stakeholders/decision makers o Lobby with decision makers to support NITC vision and allocation of resources and ICT budgets	
ICT Industry	Vision and mission of NITC o Gain our credibility; share with them the vision and mission of NITC and how it will promote the ICT sector. Also highlight how their participation can make a difference. Partnership, opportunities and readiness o Win-Win. NITC is not a threat. We are not competing with you. We are offering real business opportunities and we are partners. o Opportunities for growth and improvement. We have to build the capacity. o Industry has to be ready and up-to-standard ICT investment o Benefits in terms of ICT investment – increase investment in IT; export the industry to neighboring countries Contribution to ICT sector o Explain how NITC will contribute to development of the ICT sector o Outsourcing to Jordanian companies o Professional ICT procurement	Support NITC to enable it to support the industry and develop opportunities
Government Entities	Cooperation, commitment, alignment & participation o We have a plan; we need your cooperation, we need your commitment o We need to collaborate and communicate with each other more frequently o We have a plan – we need you to align o Participate in the national effort of NITC Role of government entities o They have to contribute to make this happen – their role in this effort Benefits to government entities o Focus on the benefits to the government entities – data center consolidation, standards	Present new plans during high profile event and Cabinet meetings

Who	What?	How?
	and uniformity, increase efficiency etc. o We can make life easy for you	
MoICT/NITC*	<u>Communicate and get buy-in</u> o Share mission of NITC, their major contribution, possible image of NITC o Keep promoting synergy – tell staff what we are doing o New functions of NITC need your cooperation and support. Everyone plays a part o Communicate consequences for staff – not just the vision. Tell staff about the big picture, not just the physical environment. <u>Be focused, specialized and accountable</u> o Focus, specialization and accountability. This is a big plan. We have to stay focused, specialized and be accountable.	Half day presentation to NITC and MoICT staff by Minister or Secretary General of MoICT and by the NITC CEO; Regular newsletter with progress information
Business Sectors (healthcare, banking etc)	<u>Role and benefits of ICT</u> o ICT is key to productivity in your sector o Share implementation plan to manage expectations o How NITC can promote and enhance the private sector <u>Support from Business community</u> o The knowledge economy cannot be achieved without appropriate resources, cooperation and support of all stakeholders especially the business community.	Target PR and awareness campaigns Collaboration with industry associations Use certain forums to communicate e.g. marketing campaigns Use the media
Citizens	<u>Center of ICT excellence</u> o Focus on the NITC as a center of excellence and great place to work	Recruitment campaign Awareness campaign

6.5   Communication elements

The proper mix of communications elements is essential to the success of establishing the NITC as a quality service provider for government and an ICT leader. Elements should combine to deliver messages to target audiences in a cost-effective manner whereby each element reinforces every other.

Timing is also critical, as the NITC must achieve a name for itself whilst at the same time retaining and enhancing the loyalty and continued relationships with existing customers.

Elements in the communications mix should include:

• Public relations (media/ press)

Establishing an ongoing relationship with elements of the media within reach of government entities; providing that media with relevant information on the NITC, its people, services and successes. Such information includes news releases, feature stories, trend stories, technical articles and interviews with NITC professionals and executives.

- Collateral Designs

Designing, writing, producing and distributing literature in support of sales and marketing of the company's services.

- Corporate identity

= New brand with emphasis on quality and professionalism
Creation and maintenance of corporate signatures and symbols; creation of a brand; creation of identity standards manual for all published or public materials; implementing the identity on a range of materials from business cards and letterhead to corporate forms, invoices and signs on facilities or premises.

- Customer Relationship Management

Establishing and maintaining databases of customers and potential customers; using these databases to provide information, including letters, flyers, promotional items and newsletters, of direct interest to the recipient.

- Employee and Freelancer Communications

Keeping employees, associates and agents informed on the company vision, policies, strategies and other information necessary for them to do their jobs in the most efficient manner, maintain and improve morale, and lessen staff turnover; provide communications channel for employee concerns and news.

- Meetings and Trade Shows

Establishes face-to-face contact with customers and potential customers; build relationships.

- Special Events

Events held in conjunction with other communications elements and used to heighten target-audience awareness and interest.

- Research

To determine marketing factors and communications benchmarks, including image attributes, vehicle and message effectiveness, directions for new campaigns. These should be conducted at least every 15-18 months

6.6   Tone and Content

Tone and content must be decided upon from the out start and should be created not from the point of view of the NITC, but from the customer's point of view, the recipient. Therefore communications should speak directly to the needs of government being informative and concentrating on features and benefits of the NITC.

6.7   The Methods/ Vehicles

- Internet
- Government intranets
- Corporate overview brochure
- Services brochures
- Flyers and leaflets as needed
- Stand for conferences/trade shows

6.8 Internal communication

The whole restructuring of the NITC and as a consequence the MoICT will affect the work tremendously for all employees concerned. Reallocating staff will cause wide spread uncertainty, which tends to distract staff from the task at hand and focuses them on their own personal interests instead. Although not all uncertainty can be removed, keeping staff properly and honestly informed will reduce its negative effects.

It is therefore essential to define an internal communication strategy according to the following guidelines:

o   Choose at what moments it is necessary to inform everyone involved.
o   Define communication needs at various levels (big meetings, staff meetings and discussions in small groups).
o   People should have the opportunity to ask questions about the changes.
o   Communication should take place top-down. It should be very clear that the management supports and promotes the changes.
o   Communication is necessary throughout the program. As time goes by the subjects of communication will change. There will be results to mention and next steps to be explained.
o   Celebrate the milestones achieved.
o   A coherent company-wide internal communication strategy will be set up. A company-wide internal communication strategy is more powerful than a disconnected series of messages and can make the sense of urgency stronger.

6.9 Milestone planning Communications Program

Activity	When?	Who?
Appoint Program Manager Communications	8 Sep 2004	NITC Board
Present NITC Strategy and design to Cabinet	15 Sep 2004	Minister of ICT
Devise internal communication plan	15 Sep 2004	Program Manager Communications
Devise external communication plan	15 Sep 2004	Program Manager Communications
Set up communications team	15 Sep 2004	Program Manager Communications
Communicate plan and changes to staff	22 Sep 2004	NITC CEO Minister of ICT
Start external communication	1 Oct 2004	Program Manager Communications
Organize NITC launch	November 2004	Communications Team

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